

Economic and Workforce Development Relationships: Uneasy Alliance or Natural Partners?

Mark Troppe

One Stops: Building Economic Opportunity
Through Workforce Investment

Portland, Maine

November 3, 2004

- The World of Economic Development
- Similarities and Differences
- Strategies
- Wrap-Up

- **The World of Economic Development**
- Similarities and Differences
- Strategies
- Wrap-Up



- Three-legged stool:
 - Business attraction and recruitment
 - Business retention and expansion
 - Business creation and start-up

- Decentralized
- Competitive/collaborative
- Stovepipe funding
- Cooperation is voluntary
- Enlightened self interest
- Complexity has resulted in innovation/
created policy entrepreneurs

economic developers bring?

- Relationships with business community
- Market knowledge about industry trends, employer needs & business challenges
- Creativity in finding resources to make deals happen
- Network of field staff with business experience and established relationships with employers
- Image creators skilled in packaging and selling available opportunities

- The World of Economic Development
- **Similarities and Differences**
- Strategies
- Wrap-Up

Philosophy/Language

Economic Developers

- Company-focused (firms and industries)
- Business background
- Tax policy, Financing, Real estate development
- “Return on investment,” “location quotients”

Workforce Developers

- Individual-focused (occupations and skills)
- Social service background
- Counseling, supportive services
- “Eligibility,” “self sufficiency standards,” “terminations”

Workforce Development

- Local Plan
- Community Audits
- State of the Workforce Assessment
- Strategic Plan

Economic Development

- Comprehensive Economic Development Strategies
- Community Profile
- Data Guidelines
- Comprehensive Master Plan

- **Economic Development**
 - Jobs created and retained
 - Public investments made
 - Private investments leveraged
 - Tax revenues
- **Workforce Development**
 - Placement
 - Retention after six months
 - Earnings
 - Skill attainment/Credentials
 - Customer Satisfaction

- Resources, expertise about training
- Flexible, reliable funding
- Information about local labor market, labor pool
- Alliances, Relationships with employers
- Strong, proscriptive federal authorizing statute governing workforce development.

- Old brand (JTPA) vs. new brand (WIA)
 - WIB private sector representation
 - Funding availability and use
 - Incumbent worker training
 - Target populations
 - Employers as customers
 - Others?
- Methods of engagement

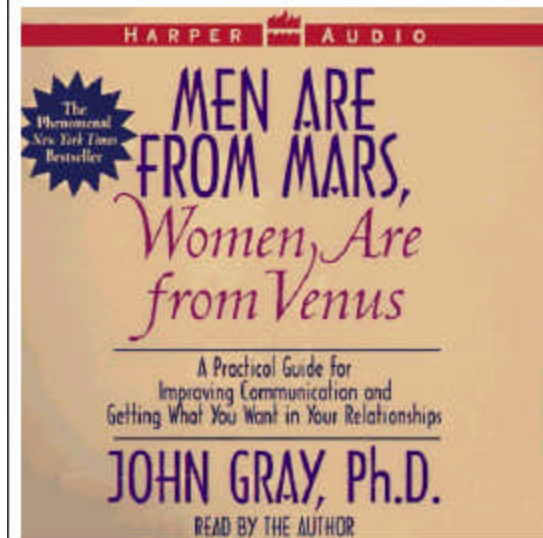
Communities with competitive workforce advantage have:

- Forward thinking community leaders
- Business investment in human capital
- Strong and diverse economy
- Integrated infrastructure
- Effective, articulated education system
- Defined/accessible career pathways
- Ready, willing, able workforce

Source: California Workforce Association 1/04

http://www.calworkforce.org/ezupload/browser_user.php

Economic developers are from Mars, workforce developers...



- The World of Economic Development
- Similarities and Differences
- **Strategies**
- Wrap-Up

**Step 1: Engage in a Broad Planning
Process**

**Step 2: Balancing Regional and Local
Opportunities**

Step 3: Expand Service Offerings

Step 4: Expand Partner Relationships

Step 5: Recognize/Build on Success

- Questions to discern appropriate relationship:
 - What are you trying to accomplish?
 - What do you know about local economic and workforce development organizations already?
 - What are the strengths and weaknesses/capabilities of potential local partners?
 - What strategies fit this existing context?

- **Level One: Governance**
 - Organizational restructuring
 - consolidate, integrate, merge
- **Level Two: Strategic**
 - Alignment of mission, functions, resources
 - coordinate, align
- **Level Three: Tactics**
 - Targeted initiatives to achieve specific objectives
 - cooperate, collaborate, partner, link

	At traction	Retention	New Business Formation
Level One: Governance: Organizational restructuring			
Level Two: Strategic: Alignment of mission, functions, resources			
Level Three: Tactics: Targeted initiatives to achieve specific objectives			

- Standard workforce services
- Information services
- Facilitation services
- Special workforce services
- Comprehensive business services

Services for different stages in the life cycle of a company

- Start-up companies
- Emerging businesses
- Rapid growth companies
- Mature/established/stable companies
- At risk/crisis mode companies
- Layoffs/plant closing firms

- Governance
- Geographic Focus
- Environmental Scan
- Research and Development
- Planning
- Service Delivery Strategies
- Evaluation

- For additional information:
 - Mark Troppe
 - 202.378.2195
 - mtroppe@ncee.org